

**Rutgers, The State University of New Jersey**  
**Graduate School of Education**  
**Decision Analysis I**  
**Fall 2010**

**Assignment #2**

You and your colleagues have just been hired as co-principals in a school struggling (assigned by group in class) to make Adequate Yearly Progress toward the 2014 mandate of 100% proficiency.

*The following situations have affected your school community.*

Once a great district with distinct status over time, since 2002 things have not been so great in your district. Culminating the issues, during the past year, several problems have plagued your school district. First, last October, your district was the focus of a federal investigation where several top-level administrators were being scrutinized for missing funds from the general ledger. Although there were no indictments, this caused general panic from the public and proliferated mistrust in the schools.

At the same time, the district lost about 15% of funding from the state, and about 10% of the funding from the federal government. These losses made a tough budget process tougher. Not to mention, in January, the end of a bitter contract dispute occurred when the teachers settled with the board for a one-year contract with a raise of 0.5% for most teachers. Teachers who were in the district did not see retroactive pay because the district could not afford it.

In your school, things have not gone well either. Your principal was relieved from duty after their school posted (historically) one of the lowest performance rates in the state. Students have not done well, and this recent year's high-stakes tests sealed the principal's fate.

The following are matters influencing the school in a negative manner:

- Low achievement
- Improper materials for the children
- High rate of absenteeism
- Low parent involvement

Your team is charged with developing an action plan for implementation in your school. The goal of the project is to understand the situation and use specific data to guide your game plan as you move forward.

\*your assigned school is only for you to take data from – the situation is false and has never occurred.

Specifics for the project:

- The plan will be submitted in a 5-page policy brief/memorandum to the board of education and the superintendent of schools. Additional charts may be presented but may expand your memorandum by no more than two pages.
  - Must be Well-Written
  - Double Spaced, APA Style
  - References, if used must be cited
- Your plan must focus on organizational change on at least three deficiencies in your school
- You must utilize the following tools to support your initiatives
  - Relationships
  - Percentiles or Ranks
  - Cost Efficiency
  - Charts or Scatterplots

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